

European Journal of
Business and Strategic Management
(EJBSM)

**EFFECT OF TRAINING AND LEADERSHIP SKILLS ON
EMPLOYEE PERFORMANCE IN DEVOLVED
GOVERNMENTS IN KENYA: A CASE OF WAJIR
COUNTY**

Fatuma Abdi Jehow, Dr. Joyce Gikandi and Dr. Peter M. Mwencha

Strategy

EFFECT OF TRAINING AND LEADERSHIP SKILLS ON EMPLOYEE PERFORMANCE IN DEVOLVED GOVERNMENTS IN KENYA: A CASE OF WAJIR COUNTY

^{1*}Fatuma Abdi Jehow

¹Post Graduate Student: Mount Kenya University

*Corresponding Author's Email: fazum2006@gmail.com

²Dr. Joyce Gikandi and ³Dr. Peter M. Mwencha

Lecturers: Mount Kenya University

Abstract

Purpose: The main purpose of this study was to effect training and leadership skills on employee's performance in Wajir County, Kenya.

Methodology: The study employed descriptive survey design and the target population of the study was 153 senior, middle and lower level managers at Wajir county Government. The stratified random sampling method was used in selecting the respondents in all the thirteen departments. The sample size was 111. The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

Results: The study found out that training and development improved employees' skills and knowledge leading to better performance; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets. Training and development also boosted employee career growth. The study also found out those supervisory skills of managers/supervisors affected employee motivation at Wajir County positively

Policy recommendation: County Government of Wajir should create and execute clear workers training and advancement programs that are worker headed to permit staff procure the essential aptitudes and map out their vocation improvement plan which thus positively affects worker performance.

Keywords: *Training, leadership skills, and employee performance*

1.0 INTRODUCTION

1.1 Background to the Study

The accomplishment of the Public Service in conveying its operational and formative objectives depends basically on the viability and productivity with which public staff completes their obligations. Overseeing performance is in this way a key human asset administration apparatus to guarantee that: workers realize what is anticipated from them; administrators know whether representative's performance is delivering the required targets; poor execution is distinguished and enhanced; and great execution is perceived and compensated (van der Wildt, 2004).

In Africa it is contended that decrease in workers job execution in both public and private sectors is because of the nonappearance of appropriate motivators (Dada, 2006), who feels free to express that for the most part in broad daylight benefit the poor administration conveyance can be followed to the poor motivational procedures. This proclamation is likewise bolstered by the World Bank (WB) that a huge number of Africans for the most part public organizations are portrayed by poor administrations, corruption and wastefulness including poor administration of its staff (2000).

1.1.1 Employee Performance

Workers' performance is the job related exercises expected of staff and how well those exercises are executed. This includes all angles that specifically or in indirect way influence and identify with the work of workers (Kuria and Nzuve, 2015). Representative's execution relies upon various elements. There are workers who perform better because of their levels of natural inspiration. Different workers perform well in light of the fact that the working conditions and the advantages are great. Much of the time, it relies upon the necessities and needs of workers and the present status of business that they are getting a charge out of. These variables may influence their execution in their work spots and this very impacts maintenance of representatives in a specific employment (Adsit, London, Crom, and Jones, 1996).

As a rule, worker performance relies upon an expansive number of variables, but this study concentrates just on staff motivation, as it has been seen to impact to a great extent the organization performance (Dobre, 2013). As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. Performance must be directed towards organizational goals that are relevant to the job or role assigned to the workers (Slocum, 2007).

Performance is attained when an employee achieves organizational goals in a highly effective and efficient manner. This goal is closely aligned with achieving the overall goals of the organization (Kuria & Nzuve, 2015). Therefore, understanding the factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. As such, organizational psychologists have sought to establish the relationship between motivation and job performance for at least five decades (Buchanan, 2006).

1.2 Statement of the Problem

Kenyan promulgated a new Constitution in August 2010 which ushered in a new system of governance with two levels of government that are distinct and inter-dependent. The system of

devolved governance has been under implementation since the general elections of March 2013 (Transparency International-Kenya, 2014). At the core of this transformation was the concept of devolution of economic and political powers to the newly established 47 semi-autonomous counties (KPMG International., 2013). At inception, these governments inherited the employees of now defunct local authorities in addition to other staff who were initially under the national government. However, despite receiving considerable financing from the National Treasury and alleged exorbitant taxes from the local citizens, there have been claims of under-performance by the County Governments and its employees.

For Wajir County Government, the poor performance by its employees has been a major concern. The problem indicators include: absenteeism from work, lateness, corruption, theft of County government property, high rate of complaints, low quality work output and high turnover of professional staff. It is generally accepted that the County government workers are highly qualified and experienced and that they have the ability to perform. This is attested to by the curriculum vitae they possess. The major problem in the service is that employees are not motivated to work.

Therefore, employee performance in County Governments is very likely to be negated unless the current situation changes. The implications will be far reaching in that citizens will perpetually lament about poor service delivery. Also the Counties may fail to attract the most competent employees to their workforce due to unattractive terms of service. In addition, the citizens may fail to enjoy the so-called fruits of devolution in Kenya. Ultimately, poor employee performance is bound to derail not only County development, but also the national development.

Therefore, understanding the motivational factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. Organizational psychologists have sought to establish the relationship between motivation and job performance for the last decades. However, of these studies have investigated the link between motivation and employee performance in the newly established County Governments in Kenya. Despite its relevance of aforementioned gap.

2.0 LITERATURE REVIEW

Informal training assumes an indispensable part in training workers and keeping them from flopping, because of an absence of capacities. Consequently, chiefs ought to give representatives however much preparing as could be expected keeping in mind the end goal to build their capabilities and odds of making a fruitful showing with regards to. Preparing can be formal, i.e. at a class, or casual, i.e. at work. Casual preparing is likely the most essential preparing representative can get and it incorporates the entirety of encounters he/she experiences at work. Casual preparing relates for the most part to watching: observing how peers play out an errand, following the activities of an allotted coach, and even firmly taking a gander at the deeds of the manager. Casual preparing is likewise the consequence of each venture a worker performs, in this way it is vital to have a lesson learning process in the wake of achieving an undertaking (Re'em, 2011).

Though casual preparing for the most part costs nothing, formal preparing accompanies a cost. In the first place, it is the charges bosses need to pay; and second, the time supervisors lose while their representatives (and as a general rule, it is the exceeding expectations workers) are learning. Notwithstanding these costs, supervisors must send representatives to formal preparing, as this is their exclusive opportunity to learn and take new thoughts back to the office (Re'em, 2011).

Staff training is an imperative supporter of individual and group inspiration. Fitting training can expand staff involvement in the association, enhance correspondence between peers, encourage change and be a piece of an evaluation plot (Dalton et al., 1999). Experts who had practically no open door for advancement inside their own foundation found that they did not have what it takes required to move to another division. Such people felt that they were stuck specifically posts with no expectation of building up their professions. Successful preparing could limit this level of de-inspiration. Be that as it may, the way the preparation is overseen is key to its prosperity.

Staff preparing is additionally fundamental for the achievement of the association and the viability of representatives. The upside of staff preparing is that all individuals from staff can be included, paying little respect to their position. For instance, the transformation from a manual to an automated framework may appear to be generally direct for somebody who has quite recently moved on from college with late data and correspondences innovation abilities. However a more experienced individual from staff may not discover this as simple. Preparing could accordingly unite staff, empowering associates to help each other in their advance towards a shared objective. Training manages giving chances to individuals to advance and build up their vocations with a goal of accomplishing higher execution for both the representative and the association, Armstrong (2006). There are three phases of vocation movement growing, setting up and developing. Individuals travel through their professions upwards when advanced or by enhancing their parts to go up against more prominent duties or by making utilization of their aptitudes and capacities. Trainings may likely result to the growth of both the organization and employee. In this regard, training of employees would be an achievement and a motivating factor, Hertzberg studies (1959).

Workers can likewise be inspired through proper administration, as initiative is tied in with completing things in the correct way (Dobre, 2013). The part of administration in association execution is exceptionally basic in the present consistently changing and dynamic association condition (Arvonen, 2002). With a specific end goal to accomplish these objectives, the pioneer should pick up the workers' trust and influence them to tail him. The pioneer should influence them to believe him and inspire them finish their assignments legitimately for the association (Baldoni, 2005). The pioneers and the workers help each other to accomplish abnormal amounts of profound quality and inspiration (Dobre, 2013).

The investigation of the connection amongst administration and authoritative performance has pulled in a sizeable number of analysts among them the scholastics and initiative specialists (Zaccaro, Rittman, and Marks, 2001; Akyuz and Gore, 2001). Sweetheart and Nurmi (1995) trust administration assumes a key part in accomplishing hierarchical magnificence and wanted business execution, which is additionally bolstered by Nohria, Joyce and Roberson (2003).

Dubinsky et al. (1995) expressed that the style of administration embraced is thought to be especially imperative in accomplishing authoritative objectives, and in inspiring execution among subordinates. Fruitful pioneers adjust their pioneer conduct to address the issues of the gathering and the specific circumstance. Despite the fact that, there has been constrained research that has particularly tended to the connection between authority style and hierarchical execution, it is broadly trusted that initiative makes the key connection between authoritative viability and individuals' execution at an authoritative level (Bass, 1998).

Open part representatives are by and large accepted to support individuals arranged administration style more than do private workers (Buelens and Van lair Broeck, 2007). So as to accomplish their objectives, the pioneer should pick up the workers' trust and influence them to tail him. In any case, with a specific end goal to influence them to believe him and finish their assignments legitimately for the association, the representatives ought to be roused (Baldoni, 2005). The pioneers and the representatives help each other to achieve large amounts of profound quality and inspiration.

Armstrong (2006) recommends that an assessment of a pioneer's practices by representatives do impact the degree to which workers see the association decidedly or contrarily. Authority qualities assume a basic part in impacting the execution practices of representatives in the work put. An examination by Sanderson, Harshak and Blain (2009) on raising representative execution in people in general area built up that the most vital cleanliness factor is administration capacity: setting up worthy line administration practices to oversee and spur workers. As per the analysts, just when these cleanliness factors are tended to viably can the workers be stimulated to lift execution through the dedication drivers: representative availability, expertise improvement, and individual acknowledgment. Cleanliness factors in addition to responsibility drivers conveys raised execution; without the cleanliness factors, accomplishing even standard execution can be an issue.

3.0 METHODOLOGY

The study employed descriptive survey design and the target population of the study was 153 senior, middle and lower level managers at Wajir county Government. The stratified random sampling method was used in selecting the respondents in all the thirteen departments. The sample size was 111. The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic characteristics

The feedback regarding the demographic characteristics of the respondents was organized into four categories based on Section A of the questionnaire: (i) Gender; (ii) Age; (iii) Level of Education and (iv) Job Designation. This is revealed in table 1.

Table 1: Characteristics of the informants

Variable	Category	Frequency	Percentage
Gender	Male	53	73.6
	Female	19	26.4
	Total	72	100.0
Age	18 – 25	3	4.1
	26 – 35	19	26.4
	36 – 45	11	15.3
	46 – 55	24	33.3
	Above 55	15	20.8
	Total	72	100.0
Level of Education	Doctorate	2	2.8
	Masters	39	54.2
	Degree	31	43.0
	Diploma	0	0
	Total	72	100.0
Job Designation	Junior Manager	55	76.4
	Mid-Level Manager	12	16.7
	Senior Manager	5	6.9
	Total	72	Total

4.1.1 Gender of the Respondents

As observed from Table 1, the findings indicate that fifty-three respondents (73.6 %) were male, as opposed to only nineteen females (26.4%). This disparity presupposes that most of the senior positions in the County government are held by men, thereby implying that there is gender imbalance between ratio of male and female employees. .

4.1.2 Age of Respondents

With regards to the age of the respondents, the findings of study reveal that the majority of managers 24 (33.3 %) were between 46–45 years of age, followed by 19 managers (26.4 %) who were aged 26 – 35 years. Only 3 managers (4.1 %) were between aged between 18–25 years. This depicts that most of the respondents were relatively older and arguably experienced.

4.1.3 Highest Level of Education

The study also assessed the highest level of the academic qualification that the respondents held. The results in table 1 revealed that 39 respondents, or slightly more than half (54.2%), had a Master's degree, followed by 31 respondents (43.0 %) who held an undergraduate degree. In contrast, only 2 respondents (2.8 %) held a doctorate as their highest level of education. This delineates the vast majority of the staff working at Wajir County Government are probably qualified and henceforth are fit for carrying out their obligations by ensuring efficient delivery of service.

4.1.4 Job Designation

The final demographic question regarded the job designation of the respondents. In this case researcher has three categories: junior manager, mid-level manager and/or senior manager. Based on the results shown in table 1, 55 or three-quarters of the respondents (76.4 %) were junior managers. The second largest group was the mid-level manager with 12 (44.4 %) respondents, while 5 respondents (6.9 %) held senior manager positions. This depicts that most of the staff working at Wajir County Government are presumably experienced.

4.2 Descriptive Statistics

4.2.1 Training

4.2.1.1 Importance of Staff Training

From the study findings, training and development improved employees' skills and knowledge hence more production; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets. Training and development also boosted employee career growth; it helped employees to realize their goals by giving them the skills & knowledge they need not only to carry out their tasks but also to learn new aspects on achieving their goals. Further, training and development created self confidence among the employees and it allowed the employees to acquire technical skills to expand their efficiency.

4.2.1.2 Roles of training in motivating employee performance

From the study findings in the table below, majority of the respondents strongly agreed that the training prepared workers towards higher positions and offers skills to performs duties well; training can increase staff involvement in the County; training enabled peers to help each other in their progress towards a common goals; training enhanced career development and training facilitated a change in performance as shown by the mean scores of 4.63, 4.51, 4.47 4.21 and 4.13 respectively. On the other hand, most of the respondents moderately agreed that training was part of a performance appraisal scheme (3.76)

Table 2: Role of training in staff motivation

	Mean	STDev
Training can increase staff performance in the County,	4.51	0.482
Training facilitate change in staff performance	4.13	0.621
Training is part of a performance appraisal scheme	3.76	0.542
Training enhances employee career development	4.21	0.078
Training Needs Analysis help to respond to skills gaps of our staff	2.90	1.901
Training enable peers to help each other in their progress towards common departmental and organizational goals.	4.47	0.506
Training prepare workers towards higher positions and offers skills to performs duties well	4.63	0.506

4.2.2 Leadership skills

4.2.2.1 Importance of Supervisory skills of managers/supervisors

The study sought to find out how the supervisory skills of managers/supervisors affected employee performance at Wajir County. From the study findings, majority (54%) of the respondents indicated that supervisory skills of managers/supervisors affected employee performance at Wajir County positively while 46% indicated that it affected employee performance at the County negatively. The respondents further indicated that it affected them depending on the skills and knowledge of the supervisor; most of the supervisors of the county were not interactive that means they don't get involved in their staff issues and this demotivated or encouraged laziness at work. Further, good leadership skills build good team where employees worked well with others therefore improving the performance of the county hence efficient service delivery. The responses are stipulated in the figure below.

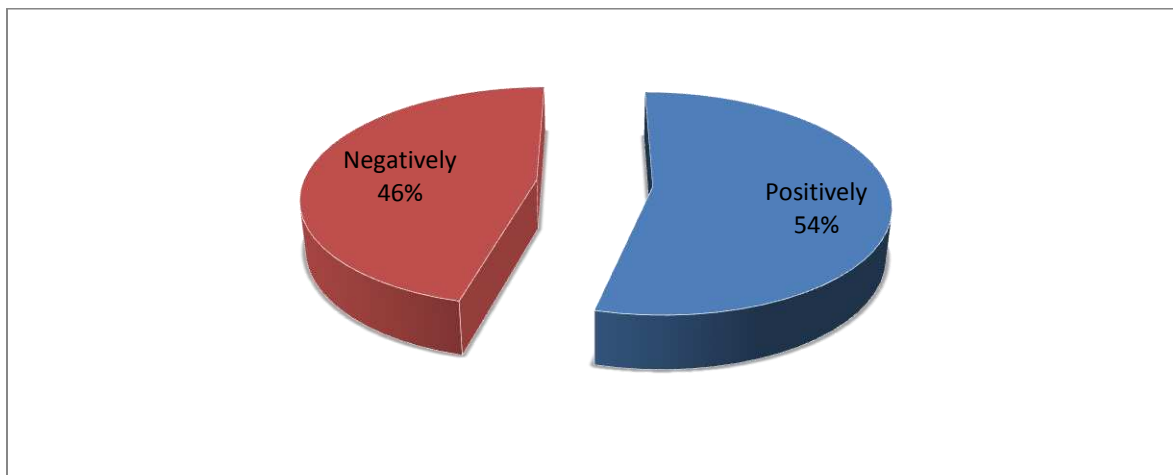


Figure 1: Supervisory skills of managers/supervisors

4.2.2.2 Statements on Supervisory skills of managers/supervisors

The study asked the respondents to rate the extent to which they agreed with several statements regarding the leadership skills of managers/supervisors. From the study findings in the table below, majority of the respondents strongly agreed that the good behaviour of managers was a key determinant in motivating employee performance. Many also agreed that managers should develop rapport with their subordinates and where necessary, help individual workers to develop their skills and knowledge by improving their performance through coaching. The findings also showed that to a large extent, the managers/supervisors should not completely eliminate tension, pressure for performance and anxiety from the implementation and that motivation could be improved by managers/supervisors implementing strategies which promoted mutual trust enabling employees to hear, understand and respond to the strategic vision as indicated by the mean scores of 4.4, 4.3 and 4.2 respectively.

Table 2: Supervisory skills of managers/supervisors

	Mean	Std. Dev
County managers lead by example and embrace change	4.4	1.29
County managers are encouraged to maintain a balance between doing and managing, and aligning activities to the county's strategy	4.3	1.16
Managers are expected to coach, know individual team players and help them develop their skills and knowledge	4.0	1.11
The managers/supervisors should not completely eliminate tension, pressure for performance and anxiety from the implementation	4.2	1.23
Motivation can be improved by managers/supervisors implementing strategies which promote mutual trust enabling employees to hear, understand and respond to the strategic vision	4.2	1.12

Source: Research data (2015)

4.2.3 Employee Performance

4.2.3.1 Level of Staff Performance

From the study findings study, majority of the respondents (57 %) strongly agreed that the level of staff performance was high, followed by 20% who felt that it was moderate. On the other hand, about 18% of the respondents agreed that staff performance was at a low level.

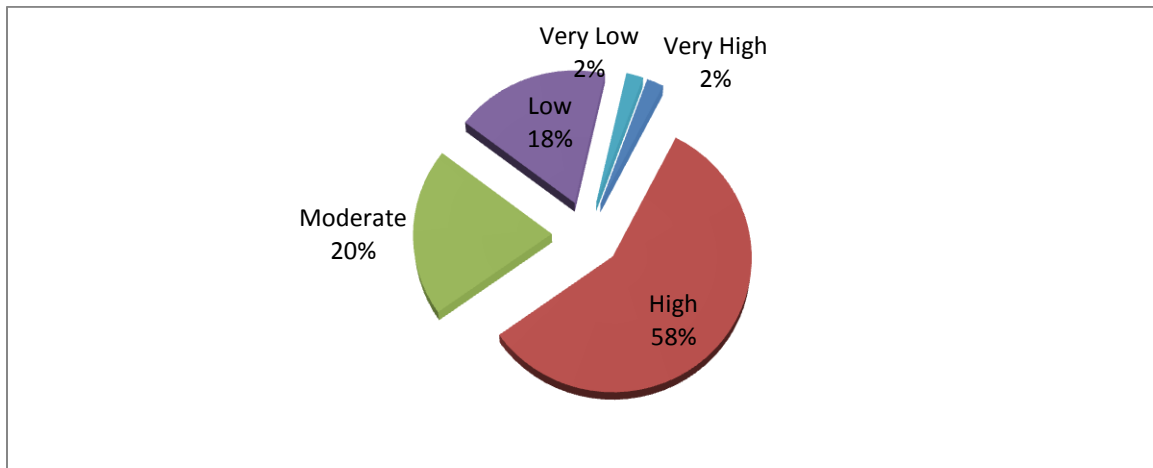


Figure 2: Level of Staff Performance

4.2.3.2 Responses on Employee Performance at the County

The study also sought to establish various sentiments regarding staff performance at the County. Majority of the respondents indicated that the performance measurement with reward system in place motivated employees; the county lacked performance measurement and this could have led to less tangible outcomes; performance measurement challenged the employees to improve themselves & through this they would need feedback & appreciation from bosses. On the other hand, most of the respondents indicated that performance measurement enhanced efficiency & effectiveness and it fostered production by allowing the employees to reach their targets. It also affected employee commitment and dedication to the work situation.

Table 3: Responses on Employee Performance

Questionnaire Items	Mean	Std. Dev.
Performance Monitoring and evaluation is conducted regularly	3.21	1.121
There are clear performance terms for all staff	2.57	0.937
Evaluation reviews are well communicated to all employees.	2.78	1.12
Methods of evaluation on performance contracting are well understood	2.71	1.266
Evaluation system in performance contracting is fair to all	4.50	1.091

4.3 Inferential Statistics

4.3.1 Regression Analysis

Table 4 shows the output measures regarding the “goodness of fit”, i.e. how well the model fits the data. The table presents the coefficient of determination (R Square) which is used to test the goodness-of-fit of the model. The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.913	0.834	0.751	0.4538

If the R-Square value is 1, then there is a perfect fit, whereas R-Square value 0 indicates that there is no relationship between IV & DV. According to Table 4, the R-Square value = 0.834. This therefore means that the four motivation variables (Training and Leadership skills) explain 83.4% of the variation in employees' performance.

4.3.2 ANOVA Results

Table 5 reveals the SPSS output for the analysis of variance (ANOVA). The ANOVA table tells us whether or not the model can predict Y using X. It contains the output for determining the significance of the model.

Table 5: ANOVA (Analysis of Variance)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2105.304	3	701.768	310.51	.002 ^a
	Residual	153.696	68	2.260		
	Total	2259.000	71			

a. Predictors: (Constant), (Training and Leadership skills)

b. Dependent Variable: employee's performance in Wajir County

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. The "F" column provides a statistic for testing the hypothesis that all $\beta \neq 0$ against the null hypothesis that $\beta = 0$ (Weisberg, 2005). From the findings the significance value is .002 which is less than 0.05 thus the model is statistically significant in predicting how Training and Leadership skills affect employee's performance in Wajir County. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 2.21), this shows that the overall model was significant.

4.3.3 Test of Hypotheses

After establishing that the model fits (is useful), the researcher conducted multiple regression analysis so as to determine the relationship between the two motivation variables and employee's performance. Table 6 shows the regression coefficients and the output data.

Table 6 : Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.308	1.342		0.974	0.357
Training	0.731	0.156	0.210	0.469	.0285
Leadership skills	0.620	0.285	0.148	0.218	.0249

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

On training, the study established that training and development improved employees' skills and knowledge leading to better performance; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets.

On leadership skills, the study found out those supervisory skills of managers/supervisors affected employee motivation at Wajir County positively and that performance measurement was seen as a primary means of inducing consistency of decision making and action and also as a means of motivating employees; performance measurement helped staff focus on the issues of importance to the County as a whole, increasing their commitment and motivation.

5.2 Conclusion

From the study it can be concluded that there are several motivational factors that influence employees' performance in the County such as training and leadership skills and when managed and implemented well, they would result in highly motivated employees and lead to high performance by way of effectiveness and efficiency in the services provided by the employees.

The study also concluded that employees' motivation factors in Wajir County such as the leadership skills and training are well practiced in the County. Since majority of the respondents strongly agreed to the motivational factors influencing employee's performance, it was clear indication that they are very critical in their overall performance of employees at the county.

Training has its importance at County. Although the majority of respondents expressed satisfaction with the training, a few of the respondents indicated that staff training did not translate to improved performance. There are all indications that majority of the employees were satisfied to work in the County.

5.3 Recommendations of the Study

The Research prescribes that the County Government of Wajir should create and execute clear worker preparing and improvement programs that is representative headed to permit workers

gain the essential aptitudes and guide out their profession advancement designs which thus positively affects worker execution. Similarly there is have to upgrade administrators' initiative and administration aptitudes to guarantee that directors grasp positive authority and administration styles, for example, majority rule initiative and permit workers feel that they are bolstered and natured by their bosses. This is imperative since the investigation has plainly demonstrated that administration styles significantly affect representative execution.

References

- Adsit, D., London, M., Crom, S. & Jones, D. (1996), Relationships between employee attitudes, customer satisfaction and departmental performance, *Journal of Management Development*, 15:1, 62-75.
- Ainsworth, M., Smith, N., & Millership, A. (2008), *Managing Performance: Managing People; Understanding and Improving Team Performance*. 1sted, Leads Press. B. Jain Publishers (P) Ltd. New Delhi India.
- Aldag, P. & Stearns, G.B. 2001. Public service motivation and job performance: Evidence from the federal sector. *American Review of Public Administration*, 31 (4), pp. 363-380.
- Alderfer, C.P (2012). An empirical test of a new theory of human needs, *Organizational Behaviour*, Plenum, New York, NY,
- Alonso, P. & Lewis, G. B. (2001). Public Service Motivation and Job Performance - Evidence from the Federal Sector. *American Review of Public Administration*, Vol.31, No.4, 363-380.
- Amabile, T.M. (1983). The social psychology of creativity: a componential conceptualization, *Journal of Personality and Social Psychology*, Vol. 45 No. 2, pp. 357-376.
- Armstrong, M. (2006) *A handbook of human resource management practice*, 10th Ed.
- Ary, D., Jacobs, L.C. & Sorensen, C. (2010). *Introduction to Research in Education* (8th Ed.). Belmont, CA: Wadsworth, Cengage Learning.
- Atkinson, P. (1964) Management of Motivation in Kenya: some initial Impressions. *Journal of Eastern African Research and Development*. 6: 11-21.
- Bachman, J.C. (2009). Some motivation effects of control in a task situation as a function of managerial, professional, and technical workers in the personnel supply services industry, *Occupational Outlook Quarterly*, Vol. 43, pp. 24-5.
- Baldoni, J., (2005). *Motivation Secrets. Great Motivation Secrets of Great Leaders*. Retrieved online from http://govleaders.org/motivation_secrets.htm
- Behn, R. D. (1995). The Big Questions of Public Management, *Public Administration Review*, Vol. 55, No. 4, pp. 313-324.
- Buelens, M. & Van den Broeck, H. (2007). An Analysis of Differences in Work Motivation between Public and Private Sector Organizations, *Public Administration Review*, Vol. 67, No. 1, pp.65-74.
- Bhatti, O.K., Aslam, U.S., Hassan, A. & Sulaiman, M. (2016). Employee motivation an Islamic perspective, *Humanomics*, Vol. 32 Iss. 1, pp. 33 - 47
- Bisset, A. F. (1994). Designing a Questionnaire: Send a personal covering letter. *BMJ*. 308, 202-203.

- Boen, B.E. (2006). The relationship between employee participation in decision-making and motivation in commercial banks in Kenya: A constant phenomena, *Journal of Education*, Vol. 32, No. 2, pp. 16-22.
- Breakwell, M. (2006). *Research Methods in Psychology*. Sage Publication Limited.
- Bright, L. (2009). Why Do Public Employees Desire Intrinsic Nonmonetary Opportunities? *Public Personnel Management*, Vol. 38, No. 3, pp.15-37.
- Bryman, A. (2004). *Social research methods*. Oxford: Oxford University Press.
- Bryman, A. (2007). The research question in social research: what is its role? *International Journal of Social Research Methodology*, Vol. 10, pp. 5-20.
- Cooper, C. R., & Schindler, P. S. (2008). *Business research methods* (10 ed.). Boston: McGraw-Hill.
- Corporate Leadership Council (2004). Driving Employee Performance and Retention through Engagement.
- County Government of Wajir, (2014). Wajir County M&E Report 2014. Source <http://www.wajir.go.ke/>
- Dada J.O. (2006). “MT Consultant” Towards an Effective Delivery of Public Service in Africa, Arusha Tanzania.
- Dalton, Marjolein; and others (1999) “The Match between Motivation and Performance Management on Health Sectors in Mali.” <<http://www.humanresources-health.com/content/4/1/2> >accessed on 25-04-2008.
- De Charms, M. (2009). Cross-cultural correlates of life satisfaction and self-esteem. *Journal of personality and Social Psychology*. Vol. 68, Issue 4, pp 161-163.
- Dessler, G. (2000). *Human Resource Management (8th ed.)* Prentice Hall.
- Dobre, O-I. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, Vol. 5, Iss. 1, pp. 53.
- Dubinsky G., Cunningham, W. G. & Cordeiro C. (1995). *Educational Administration: A Problem-Based Approach*. Boston: Allyn and Bacon.
- Dunford, R. W. (1992). *Organisational Behaviour: An Organisational Analysis Perspective*. Addison-Wesley Business Series.
- Durant, R. F., Kramer, R., Perry, J.L., Mesch, D., & Paarlberg, L. (2006). Motivating employees in a new governance era: The performance paradigm revisited, *Public Administration Review*, Vol. 66, No. 4, pp. 505-514.
- Ellickson, D., (2002). Re-engineering the motivation to work, *Management Decision*, Vol. 39, No. 8, pp. 666-675.
- Fournies, F. (1999). Job characteristics as satisfies and dissatisfies. *Journal of applied Psychology*, Vol.48, No.6, pp. 388-399.
- Gliem, J., & Gliem, R. (2003). Calculating, interpreting Coefficient for Likert-type scales. *Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education*. Retrieved October 6, 2010, from <http://hdl.handle.net/1805/344>.
- Golafshani, C. (2003). *Becoming qualitative researches: An introduction*. New York, NY: Longman.

- Government of Kenya.(GoK) (2014). Vision 2030: Northern Kenya and Other Arid Lands. Nairobi: Ministry of Development of Northern Kenya and Other Arid Lands.
- Herzberg, F. (1959). *The Motivation to employees*, John Wiley, New York, NY .
- Hofstede, F. (2005). One More Time: How Do You Motivate Employees? *Harvard business Review*, Vol. 81, Issue 1-8, pp. 86-96.
- Holbeche, M, Kamal & Hossain, Anowar (1998). Factors Affecting Employee's Motivation In Fast Food Industry: The Case of KFC UK LTD." *Research Journals of Economics, Business and ITC*, Vol. 5, pp. 22-29, viewed 2 November 2012, <<http://ojs.journals.cz/index.php/RJEBI/article/view/223/227>>.
- Janssen, O.V. & Yperen, N.W. (2004). Employees' goal orientation, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction, *Academy of Management Journal*, Vol. 47 No. 3, pp. 368-384.
- Joppe, M. (2000). *The Research Process*. Retrieved February 25, 1998, from <http://www.ryerson.ca/~mjoppe/rp.htm>
- Kihara A.N. (2008). Factors Influencing Staff Motivation in the Teachers Service Commission of Kenya, *Unpublished MBA Project, University of Nairobi*
- Kiilu C.M. (2008). Employee Motivation at the Kenya Polytechnic University College, *Unpublished MBA Project, University of Nairobi*
- Kombo, D. K. & Tromp, D. L. A. (2006). *Proposal and Thesis Writing: An Introduction*. Paulines Publications' Africa, Nairobi.
- Kothari C.R. (2007). *Research Methodology - Methods and techniques*. New Delhi: New Age International (P) Limited Publishers.
- Kotler et al. (2001). *Research Methodology - Methods and Techniques (2nd Ed.)*. New Delhi, India: New Age International Publishers.
- KPMG International. (2013). Devolution of healthcare services in Kenya: lessons learnt from other countries Devolution of healthcare services in Kenya: lessons learnt from other countries Retrieved 10-July, 2014, from <http://www.kpmg.com/Africa/en/IssuesAndInsights/ArticlesPublications/Documents/Devolution%20of%20HC%20Services%20in%20Kenya.a.pdf>
- Kumar, R. (2005). *Research Methodology-A Step-by-Step Guide for Beginners*, (2nd.ed), Singapore, Pearson Education.
- Kumar, R. (2011). *Research Methodology-A Step-by-Step Guide for Beginners*, (3rd ed), New Delhi: SAGE Publications India Pvt Ltd
- Landy, R, & Becker J. (1987). Understanding Employee Motivation, *Journal of Extension*, Vol. 36, No. 3, pp. 2.
- Lawler, E.E.(1990). Strategic pay: Aligning organizational strategies and pay systems (pp.70-71).San Francisco: Jossey-Bass.
- Leblebici, D. (2012). Impact of workplace quality on employee's productivity: Case study of a bank in Turkey, *Journal of Business, Economics and Finance*, 1, 38-49.
- Locke, E.A. & Latham (2004). "Towards a theory of task motivation and incentives", *Organizational Behaviour and Human Performance*, pp.157-89.
- Luthans, F. (1998). *Organizational Behavior*, Irwin McGraw-Hill, Mass

- Maina & Kwasira (2015). Role of human resource planning practices on employee performance in county governments in Kenya: A case of Nakuru County. *International Journal of Economics, Commerce and Management*. Vol. III, Issue 5, ISSN 2348 0386
- Maslow, A. (1954). *Motivation and Personality*, Harper and Row, New York, NY, .
- Mayo (1949) “The Hawthorne Effect-Mayo Studies Motivations.” <http://www.envisionsoftware.com/articles/Hawthorne_Effect.html>accessed on 25-04-2008.
- McClelland, C. (1996): *Human Resources at Work*, Chartwell-Bratt, Lund
- McGregor, D. (1960), *The Human Side of Enterprise*, McGraw-Hill, New York, NY, .
- Miller, D.L. (2010) “The relationship between qualitative and quantitative research: Paradigm loyalty versus methodological eclecticism”. In J.T.E. Richardson (ed.) *Handbook of Research in Psychology and the Social Sciences*, BPS Books, Leicester UK.
- Mohrman, A.M., Resnick-West, S.M. & Lawler, E.E.(1989). *Designing performance appraisal systems: Aligning appraisals and organizational realities*. San Francisco: Jossey-Bass.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi, Kenya: Acts Press
- Mutuku, S. M. (2014). Effect Of Motivational Strategies On Employee Job Satisfaction: A Case Study Of Public Universities In South Eastern Kenya Region. *Unpublished MBA Thesis*, South Eastern Kenya University
- Nohria, N., Joyce, W. and Roberson, B. (2003). *What really works*, *Harvard Business Review*, July 2003, 43-52.
- Ollukaran, B. A., & Gunaseelan, R. (2012). A study on the impact of work environment on employee performance, *Namex International Journal of Management Research*, 2, 70-85.
- Oluoch P. (2007). A Survey of the Relationship between Performance Appraisal Practices, Motivation and Job Satisfaction of Employees of Commercial Banks in Nairobi, *Unpublished MBA Project, University of Nairobi*
- Ombuya, H. N. (2011). Influence of Motivation on Teachers’ Job Performance in Public Secondary Schools in Rachuonyio South Sub - County, Homa-Bay County: Kenya. Unpublished Masters Thesis, School of Education, Kenyatta University.
- Ouchi. (2010). *Allowances and benefits*. United Nations Office of Human Resources Management http://www.un.org/Depts/OHRM/salaries_allowances/allowance.htm (accessed 25 May 2010).
- Paarlberg, L.L., Perry, J. L. & Hondeghem, A. (2008). From Theory to Practice: Strategies for Applying Public Service Motivation, in Perry, J.L. & Hondeghem, A. (eds.), *Motivation in Public Management: the Call of Public Service*, pp.268-293, Oxford University Press.
- Perry, J. L., & Porter, L. W. (1982). Factors Affecting the Context for Motivation in Public Organizations, *The Academy of Management Review*, Vol. 7, No. 1, pp.89-98.
- Peters & Austin, M. (1985) “*Performance Enhancement in the Civil Service: A Comparative Analysis of the use of HRM tools in Uganda, Zambia and Zimbabwe.*” Masters Dissertation, Institute of Social Studies. Den Haag.
- Pinder, C. C. (2009). *Work motivation in organizational behavior*. Upper Saddle River, NJ: Prentice-Hall.

- Porter, C.C. & Lawler D.N. (1968), *Work motivation in organizational behavior*, 2nd edn, Psychology Press, New York.
- Re'em, Y. (2011). Motivating Public Sector Employees. Hertie School of Government – Working Papers, No. 6, July 2011.
- Reinholt, M. (2006). No more polarization, Please! Towards a more nuanced perspective on motivation in organizations, *SMG Working Paper*, Center for Strategic Management and Globalization, Copenhagen.
- Republic of Kenya (2002). *Report of the Presidential Committee on Unemployment, 1982/83*, Government Printer: Nairobi.
- Robbins, S.P. (2009). *Organizational Behaviour: Concepts, Controversies, Applications*, Prentice-Hall, NJ.
- Sanderson, M., Harshak, A. & Blain, L. (2009). *Elevating employee performance in the public sector – how to get the best from your people*. Booz & Co. Retrieved online form http://www.strategyand.pwc.com/media/file/Elevating_Employee_Performance.pdf
- Saunders, M. & Lewis, P. (2012). *Doing Research in Business & Management: An Essential Guide to Planning Your Project*. Harlow: Prentice Hall.
- Saunders, M., Lewis, P. and Thornhill, A. (2007). *Research Methods for Business Students*, Pearson Education Ltd, 4th ed., Harlow, England.
- Shafritz, J.M., Riccucci, N., Rosenbloom, D.H. & Hyde, A.C. (1992). *Personnel management in government: Politics and process (4th ed.)*. New York: Marcel Dekker.
- Schein, B.F. (1988). *Science and Human Behavior*. Free Press, New York.
- Selden, S.C., & Brewer, G.A. (2000). Work motivation in the senior executive service: Testing the high performance cycle theory. *Journal of Public Administration Research and Theory*, Vol. 10 No. 3, pp. 531-550.
- Smith, S. M. & Albaum, G. S. (2010). *An introduction to marketing research*. Qualtrics Survey University.
- Sulaiman, M., Ahmad, K., BaraaSbaih, B. & Kamil, M.N. (2014). The perspective of Muslim employees towards motivation and career success. *Journal of Social Sciences and Humanities*, Vol. 9 No. 1, pp. 45-62.
- Tansky, J. (2003). *Foundations of Management and Human Resources*. New York, NY: McGraw Hill.
- Taylor, M.A. (1980). Motivation and Job Satisfaction. *Journal of Management Decision*, Vol. 29, No. 4, pp 226 - 231.
- Tharenou, P., Donohue, R., & Cooper, B. (2007). *Management Research Methods*. Cambridge: Cambridge University Press.
- van der Walddt, G. (2004). *Managing performance in the public sector: Concepts, considerations and challenges*. Lansdowne, South Africa: Jutta and Co Ltd.
- Vroom, V. H., (1964). *Work and Motivation*. New York: John Wiley & Sons Inc.
- Wahba, M.A. & Bridwell, L.G. (2008). Maslow reconsidered: a review of research on the need hierarchy theory, *Organizational Behaviour and Human Performance*, pp. 212-40.

- Wajir District Development Plan, 2002-2008: Volume 42 of District Development Plan, 2002-2008: "*Effective Management for Sustainable Economic Growth and Poverty Reduction.*" Kenya. Ministry of Finance and Planning
- Whyte, R. (1955). Work Motivation: Theory, Research and Practice Introduction to the Special Issue, *Journal of Applied Psychology*, 49: 317-318.
- Wilson, J. Q. (1989). *Bureaucracy: What Government Agencies Do and why They Do it.* Basic Books.
- Wright, Bradley E. (2001). Public Sector Work Motivation: Review of Current Literature and a Revised Conceptual Model, *Journal of Public Administration and Theory*, Vol. 11, No. 4, pp.559-586.
- Zaccaro, S. J., Rittman, A. L., & Marks, M.A. (2001). Team leadership. *Leadership Quarterly*, (12), pp.451-483.
- Zikmund, W.G & Babin, B. J (2007) *Exploring Marketing Research*, (9th Ed.), Thomson South-Western: Ohio